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of the volume. Altogether, 676 such notes are required for 242 pages of text—exceedingly well “documented” even for a doctoral dissertation. Like the seven chapters preceding it, the one devoted to “Summary and Conclusions” is a well-planned digest of the literature. It is not the conclusions of Dr. Chang, except by inference, but what others think about the commission government and city managers that we get. Wilcox, Munro, Dillon, McBain and many other authorities are marshaled in support of a qualified approval of commission and manager plans.

C. C. WILLIAMSON.

New York Public Library.

City Manager in Dayton. By C. E. RIGHTOR, and others. (New York: The Macmillan Company. 1919. Pp. 271.)

Dayton has been the object of numberless junkets, questionnaires and conversations by those interested in the results of city manager government. This is a justifiable interest since Dayton was practically the first and largest city to try this new fangled device for getting good government. That trial was held under many adverse conditions—hostility by a considerable part of the population, a highly developed bi-partisan political machine, still entrenched in the school board and county and anxious to assist in and witness a failure, and a foundation of corruption and inefficiency upon which to build honesty and effectiveness. If the city manager plan could succeed in Dayton, it should succeed in any city of similar size in America.

Mr. Rightor has measured that success, not in generalities or repeated theorems, but in facts. As director of the Dayton Bureau of Research, he and his collaborators had facts of what happened before and after January 1, 1914 (the beginning of the experiment), available to no others either in or out of the government. This group was neither a friend nor an enemy of the plan, except as it produced or did not produce results. It is particularly happy that the group should have realized its obligation to measure results, not alone for the student, but also for the inquiring citizen, and both can find in this book more answers to questions, and more questions not usually thought of, than would have materialized from a dozen casual investigations.

After citing the origin of the city manager plan and the organized efforts to inaugurate it in Dayton, the authors discuss every city activity, comparing results during the three years prior to and during

the four years under the new plan. These results are in detailed figures, illustrated with frequent diagrams and always summarized in non-technical language for the citizen at large.

The effect is a strong defense of city manager government, but criticisms are included, mistakes are indicated and opportunities for improvement suggested. Perhaps there might have been more of the latter, but the preface states "it is not concerned with the theories of government . . . contained in this or other forms of municipal management."

The book is the first real appraisal of the earliest practical experiment with a city manager, and it is able, honest and interesting. It serves also as a merited recognition of the large part taken by Mr. John H. Patterson in fighting the fight for effective city government in Dayton and in the United States, and by Colonel Henry M. Waite, the first manager, whose courage, integrity and ability defeated vigorous efforts to destroy the beginnings of the city manager movement—a program that now offers many benefits at least to moderate-sized cities.

LENT D. UPSON.

Detroit Bureau of Governmental Research.

What of the City? America's Greatest Issue—City Planning.

What it is and How to go about it to Achieve Success. By

WALTER D. MOODY. (Chicago: A. C. McClurg and Company. 1919. Pp. 441.)

Walter D. Moody's new book *What of the City?* is a much needed contribution to city planning literature. The author states the aim of the volume as twofold: First, to provide, through the accomplishments and experience of Chicago, inspiration and guidance for the professional city planner; and second, to spur to action the citizens of other municipalities.

While the book tells mainly the story of the Chicago plan, and at times in somewhat exaggerated terms, it will be directly helpful to any city in showing both the authorities and the citizens how to go about city planning and how to achieve success. Chicago is virtually the only large American city that has taken the planning of the whole city seriously. Chicago's methods have been more logical, more persistent, and more systematic than those of any other city. The story is convincingly presented in Mr. Moody's book. Especially valuable are the chapters dealing with city planning as a new profession,